

Site Office Team Charter

April 17, 2002

Objective

The February NNSA Report to Congress defines the duties of a Site Office as “primary responsibility for day-to-day program and contract administration for its assigned facility”. The Site Office Team will define these duties more specifically in coordination with the other NNSA reengineering teams and then will formulate and recommend the most effective and efficient Site Office organization for implementing the duties. The Team will define the general attributes of Site Offices and then apply the attributes to each of NNSA’s eight sites. The result will be a detailed organizational description of each office including functions to be performed at the Site Office, and functions to be performed at service centers or HQ for the Site Office as a customer. The Site Office Team will coordinate and integrate its work with the five other NNSA reengineering teams to design a world class system of federal organizations for accomplishment of NNSA’s mission. The Team will complete its analysis and recommendations such that reengineered Site Office operations can begin in late calendar year 2002. A Milestone Plan is contained in Attachment I. The Team will use the Working Assumptions set forth below to guide its effort.

Team Membership

Mike Zamorski, Team Lead, OKSO
Mike Hooper, Deputy Team Lead, LSO
Bruce Wilson/Ken Besecker, SRSO
Bill Brumley/Ted Sherry, YSO
Carl Gertz, NV
Beth Sellers/Steve Taylor, KCSO
Dan Glenn/Don White, ASO
Dennis Martinez, LASO
Jim Hirahara/Patty Wagner, Service Center representative
Ed Wilmot, NA-10 representative
NA-20 representative
NA-30 representative
NA-40 representative

Working Assumptions

Site Offices will be NNSA’s onsite federal organizations responsible for day-to-day program and contract administration. The following principles and assumptions will be used by the Site Office Reengineering Team in designing Site Offices.

- I. Contracting Officer Authorities
 - PEMP & PER authors & owners; M&O appraisal process
 - Work Authorization approvals

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- Routine contracting officer functions
- II. Risk Acceptance Authority
- Accountability for contractor performance
 - Approval authority for all “safe and secure” decisions
 - Approval authority for environmental risk acceptance
 - Approval authority for risk acceptance under FMFIA
 - Responsible for all work at the Site unless formally documented otherwise
 - Day-to-day operational oversight of all programs, regardless of sponsor
- III. Manage Integration of Program/Operations Priorities
- Identify & communicate conflicts across NA organizational lines
 - Prioritize and provide recommendations for resolution via Management Council
- IV. Approval Authority for Federal Workforce Actions
- Manage the site Program Direction budget
 - Approve awards and hires
- V. Lead for Site Specific Interface
- With local communities, interest groups and regulators

Site Offices will use a phased approach to implementation since required FTE's aren't at the sites now and new positions will not be filled at the start of the new NNSA organization. Continuing NNSA reengineering and efficiency initiatives are expected to decrease Site Office staffing requirements in outyears.

Functions requiring interaction between federal staff and the contractors will be accomplished through Site Offices.

Federal employees with full time meaningful work at a Site will be placed at the Site Office.

The HCA will give CO authority to Site Office managers for the M&O contracts at their sites. The Site Office manager will designate COR's to HQ program offices and service centers as necessary.

Program Direction budgets will be given to each Site Office. The Site Office managers will have authority to allocate their budgets and will be accountable for operating within them.

Site Offices will reduce use of support service contractors. The goal is no reliance on support contractors, but Site managers recognize a need for contractors will continue under special circumstances.

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Deliverables

- Briefing to Leadership Coalition on Status May 6, 2002
- Briefing to Leadership Coalition on Model Concept May, 2002
- Briefing to Leadership Coalition on Organizational Structure September, 2002
- Multi-year Implementation Plan for Site Offices October, 2002

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(DRAFT #4, March 26, 2002) NNSA SITE OFFICE REENGINEERING IMPLEMENTATION MILESTONES

The parenthetical statements discuss changes from DRAFT #3 dated March 14.

1. Define Operating Principles for Site Offices April 15, 2002
2. Define Site Office Mission, Functions, Authorities, Roles and Responsibilities May 1, 2002
(I hope we can get this done at our April 15-16 meeting. Milestone description was changed to be consistent with overall NNSA milestone.)
3. Conduct All-Teams Integration Meeting and Brief Management Council May 15, 2002
(Bob Degrasse said a meeting like this will happen, schedule TBD.)
4. Define a Generic Site Office (Includes site Office functions and support needed from service centers) May 2002
(The completion date was June 1, essentially the same schedule.)
5. Define Workforce Size at Site Offices May 2002
(Completion date was July 1, had to be moved to support overall NNSA milestone)
6. Conduct All-Teams Integration Meeting and Brief Management Council Aug. 15, 2002
(For now, this milestone is a placeholder for some type of meeting.)
7. Define Key Site Office Work Processes, Specific Site Office Functions (e.g. No nuclear facility staff at Kansas City), Specific Site Office Sizes Sept 1, 2002
(The Site Office team needs to consider key process reengineering in defining the size of each office.)
8. Assign Site Managers Oct. 1, 2002
9. Prepare Draft Delegation Memo for Site Offices May 2002
(Completion date was October 1, had to be moved to support overall NNSA milestone)
10. Formally Notify Employees of Assignments in New Organization Dec. 1, 2002
11. Formally Delegate Responsibilities to Site Offices Dec. 31, 2002
12. Implement Site Office Operations (Formal Delegations in Place, CO Authority Assigned, Key Processes Documented, FTE's allocated, Interfaces with Other NNSA Work Units Defined). Dec. 31, 2002

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13. Complete Staffing of Site Offices With Full Support of NA-1

Mar. 31, 2003

Note: The two milestones below reflect planning to achieve Site Office efficiencies through streamlining, implementation of new governance systems, and development of a new NNSA relationship with GOCO's.

14. Assess Staffing Needs Under New Governance/Oversight Models Sept. 2002
(Completion date was July 1, 2004, had to be moved to support overall NNSA milestone. DeGrasse asked the reengineering teams to factor efficiency gains into the definition of the organizational model.)

15. Resize Site Offices. Fully Implement NNSA's Organizational and Operational
Direction for Site Offices July 1, 2005